2018 - 2020 Strategic Plan

Duchesne County Library System 2018-2020 Strategic Plan

Mission & Vision

The mission of the Duchesne County Library System is to facilitate and promote growth and opportunity for our community and its individuals. Its vision is to be a forefront champion of these goals through its services.

Core Values

Preserving and facilitating access to needed resources and experiences, including local history

Regularly connecting the entire community by providing opportunities to build bridges across various community groups

Encouraging our patrons to participate in making the library what they need it to be and share their expertise – our most valuable resource

Learning and experimenting to provide the best services possible

Focus Areas

Introduction

Duchesne County Library System endeavors to serve a county population of approximately 20,400 residents as of 2016. The county has an area of 3,256 sq. mi. Approximately 34.7% of the population is under 18 years of age (7,000 youth) and 11.4% is over 65 years of age (2,300 adults). 85.4% identifies as white (17,400), 8.1% as Hispanic or Latino (1,650), 4.5% as American Indian or Alaskan native (900), and 2% as other races (400). 87.3% graduated high school and 14.1% completed a bachelor's degree or higher.[1] 13.8% live in poverty (2,800) and the median income is $61,000. Unemployment is at 8.2%. The principle industries are mining, government, transportation and agriculture.[2]

In recent years, the Duchesne County Library System's focus has been on meeting all state-level library benchmarks to become a certified library system with particular emphasis on the library event benchmarks. Having improved greatly in those areas and achieved state standards, the library system's focus now turns to effectively engaging with community members to determine how the library's future services can best support their growth and lifelong learning.

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1 "Quick facts: Duchesne County, UT." Found on https://www.census.gov/quickfacts/fact/table/duchesnecountyutah/PST045216 on Feb. 23, 2018

2 "Duchesne County, UT." Found on explorer.naco.org on Feb. 23, 2018.

The traditional concept of a library is changing. Though many patrons and community leaders think of library service as the collection of books or movies they can borrow. However, the library as an institution is much more than a storage space and borrowing system for physical materials. The library's purpose is actually based on its community members and in meeting their long-term growth and opportunity. This is regardless of the changes in resources and technology which will surely come. Library resources will be adjusted to meet them, and to provide them not only in Roosevelt and Duchesne branches, but to improve the reach of those services throughout Duchesne County.

Some changes are already upon the library. Many patrons have begun seeking meeting space for events large and small. The increase in library events has brought the community together for recreation and learning, with patrons sharing suggestions for future library events and services. EBooks, eAudiobooks, and streaming video are growing in demand. New technologies, hardware and programs, are being introduced in the library to provide patrons access to opportunities many cannot afford at home.

Many of these changes are reflected in the concept of the library becoming what some architects have termed "the community 3rd place," meaning one of the most important places in a community, following home and the workplace. The library can be essential and exciting community space for growth, gathering, learning, and recreation. It can welcome all community members to offer their expertise, creativity, and uniqueness to an institution that can connect various community groups together. It can be a heart of the community that all its members create together, whether they live near or far from a branch.

In light of all these changes Duchesne County Library System is committing to a new and stronger vision: **We believe in providing opportunity and growth for all individuals in our communities.** This strategic plan's goals are to begin setting that course. The library system will reach its better potential, and be the most worthwhile investment possible for all county residents. This plan is considered a living document and will be adjusted as needs and opportunities change.

Six focus areas have been selected to address the most recurring needs over the next few years. They are:

- **Community Referral / Community 3rd Place** – As a community hub, the library is a center of gathering, learning, and opportunity. Information about needed community resources and agencies, and about the community members' own interests, whether they be creative, recreational, scholarly, etc., can be found here. Our richest source of knowledge is the community members themselves and their expertise. The library welcomes ALL to participate in and utilize it to grow together.
- **Outreach / Awareness** – Library service is not limited to the library buildings and should provide services throughout the county.   Also, as opportunities at the library continue to increase, the public needs to be made aware of why library services are important to them, what they are, and what the public's investment is providing.

- **Regional History –** Our local history and heritage—often comprised of irreplaceable, original items—is not easily accessible and may be at risk of permanent loss by degradation or disasters. They may even be removed from their region of origin to distant larger collections. The budding Duchesne County History Center—a partner facility in the Duchesne County Library System—is beginning to try to meet this need of preservation, to welcome Duchesne County citizens to access these precious resources, and enable citizen historians and students to explore the past and better understand the present.
- **Lifelong Learning –** Along with partners in primary, secondary, and paid post-secondary education, the library is a primary institution that can provide resources for continual lifelong learning and progress, complementing these institutions' efforts. Specifically, the library will focus on providing much greater access to electronic materials across the county.
- **Roosevelt Branch –** Serving the largest population region in the county and some residents of western Uintah County, Roosevelt Branch is growing in regular daily use and event attendance. The branch currently offers little collaborative space, particularly meeting or study spaces. Room for patron technology expansion and new opportunities is limited. Though the current building has served admirably, its facility and infrastructure are aging, becoming inefficient, and struggling to meet new needs. A new facility would open new growth and opportunity for the people of this region and strengthen the library system as a whole.
- **Accessibility to Technology –** Though technology is becoming more common-place, not all county residents have access to it, particularly low-income residents. It may be too expensive, too large, etc. People may also be unaware of what possibilities are now available to enhance their creativity and progress. The library will be a technology on-ramp for all.

Each focus area's specific goals and their context over the next three years are detailed below. They can also be found in the accompanying chart.

Community Referral/Community 3rd Place

Patrons often need help from local community services and may not be aware of them. All of us also have a variety of expertise and interests that others would benefit from and have interest in as well. As a community hub, the library provides a welcome venue for people to gather to learn about those resources and interests from experts and each other. Aside from providing a venue, the library will encourage and cooperate with community partners and individuals to sponsor such opportunities. Duchesne Branch has had some success in this endeavor. Some examples include providing space and funding for the Utah State University Extension to host Food Sense, Family Meals, and Love and Logic courses over the last year. The Uintah Basin's Volunteer Income Tax Assistance Program (VITA) has provided free tax assistance for many county residents at the Duchesne Branch with advertising help and document processing assistance from the library staff. A beginning Spanish course, Girl Scouts, and other non-library sponsored programs have also utilized the library to educate and enjoy their neighbors' company. These are good first steps to build upon.

The library system will continue these current collaborations while opening new partnerships with other local organizations and individuals to provide an even greater variety of relevant events. The library will also provide space to distribute print and digital information about these organizations to the public, particularly to those who cannot attend events they may be interested in. Some possible new partnerships include: Uintah Basin Association of Governments, arts councils, law enforcement, workforce services, and local businesses. The library will track attendance data and collect patron anecdotes about the events and programs to help determine whether to adjust them, add new ones, or discontinue them. The library will continue seeking patron input (face-to-face, survey, etc.) about what interests or needs that are not currently met by the library's events and seek partnerships to help the library do so. Staff will also continue to attend professional development opportunities to learn about library trends and new programming ideas the staff can bring to the community that may not have been previously considered by anyone.

Outreach/Awareness

All residents of Duchesne County should be able to receive service from the library as much as possible, which requires services to extend beyond its physical facilities particularly to areas that have had no county library presence since the county bookmobile dissolved. The towns of northern and western Duchesne County have suffered the most from that loss. Considering distance, school proximity, and populations, library system administration has approached city councils in Tabiona and Altamont to discuss ideas with them about re-establishing county library services in these areas. The top proposition has been placing county library book drop boxes in those towns making it easier for local residents to return items in a timely manner. The library system purchased boxes and equipment and arranged staff and volunteers to shuttle materials from the drop boxes to Duchesne Branch two times a week. This program was just instituted at the end of 2017.

These community leaders agreed that they would like to monitor the success of this initial program. If things go well, other ideas for increased services have been proposed. Small collections of library materials could be displayed at public centers in these towns to the community center for check-out. The library system has a laptop and Wi-Fi hotspot allowing a staff member to do on-site circulation. Library materials reserved by patrons could also be brought and checked out. Story times and events like the Lego Club could also be hosted at those sites. In all of these outreach efforts circulation and attendance statistics will be analyzed, patron feedback collected, and budgets monitored to evaluate the effectiveness of the projects. Adjustments will be made accordingly.

Another location that has patrons requesting library service off-site is Parkside Manor in Roosevelt, an assisted living center. Borrowing the idea from Uintah County Library's services to the Beehive House, Roosevelt staff began to work with the activities coordinator in 2017 to arrange weekly circulation visits to patrons at Parkside Manor, bringing new materials that appeal to the patrons and returning items back to Roosevelt Branch for them. This has been a successful endeavor during its first year and will be continued. Efforts to provide this same service to The Villa Rehabilitation Center will also be made.

One other outreach project is assisting the Venita K. Taveapont Library in Uintah River High School to prepare to become part of the Basin Libraries partnership. Currently anyone, including members of the Ute Tribe can open a library account. Various Ute Tribe members already do utilize Uintah County Library, Roosevelt Branch, and Duchesne Branch. Including the Venita K. Taveapont Library as an official partner in Basin Libraries is an opportunity to open another access point to distribute and receive library materials allowing the library system to better serve those patrons. VKT Library has recently brought on a new librarian who is very proactive and meets regularly with the Uintah and Duchesne counties' library directors. Uintah County staff is assisting the VKT Library in cataloging materials in the Koha circulation system which Basin Libraries already use. However, their branch is currently separated from the rest of the branches' catalog. It is hoped that an agreement will be reached between the commissions of Uintah and Duchesne counties and the leadership of the Ute Tribe to officially include VKT Library in the Basin Libraries consortium and create equitable borrowing policies between the three library systems. The Duchesne County Library Board will be regularly updated on the progression of the collaboration and will make decisions and recommendations as applicable.

Turning to the advertising side of outreach, as library services increase or change the public needs to be made aware of what they are but most importantly why the services the library offers are important to them. Awareness ideas include a county-wide mailer ad to reach current library users and non-users. An online newsletter can also be printed and mailed. It would include news, highlights of events, products, and the library's strategic plan progress to emphasize its "why" of service. Partnering with local town newsletters, such as those included in utility bills, is another possibility. Cost and effectiveness of these advertising opportunities will be monitored and adjusted over the initial years of utilization.

Social media has continued to gain popularity and the Duchesne and Roosevelt Branches split on Facebook and started their own pages in February of 2017. The amount of followers on both pages continues to steadily increase. However, Facebook isn't utilized by all population groups; they use other social media avenues. Therefore, the library system will experiment with at least two other social media platforms to broaden our awareness reach. Roosevelt Branch will start with Instagram and Pinterest. The effectiveness and efficiency of the new platforms will be evaluated and adjusted as necessary and both branches will adopt the new platforms. This social media effort is also the final requirement Duchesne County Library System needs for Quality Library Certification from the Utah State Library, which is above and beyond the basic library certification. It designates a library service striving to reach beyond basic service and provides a two-year certification, rather than a one-year certification.

The library system's current website is also functioning, but needs to be more accessible, mobile friendly, and attractive. The website address is also long and complex, making the website rather useless. Uintah County Library has also found its website needs improvements. To make these important awareness tools more effective, Uintah and Duchesne County libraries will pursue a Library Services and Technology Act grant from the Utah State Library to contract a web designer to create a combined Basin Libraries website. It will bring calendars, catalogs, and other important information from each of the Basin Libraries together in one resource that will be easier for all patrons to access.

The libraries will beta test the site, gather input from patrons, adjust as necessary, and release a polished product by 2018.

Finally, the library must build on the recent collaborations with local schools, such as the summer reading awareness campaigns. Basin Libraries' physical and online resources provide a variety of enrichment and research sources to meet students' recreational and academic needs which supplement the school libraries' great resources. The library system will strive to share this information at the schools. One opportunity to do so, particularly in elementary schools, is as part of the schools' literacy nights. Such events would not only promote public library services to a large audience, but allow the library to provide support the schools' literacy goals, which correlate with the library system's values. Contacts with various schools in Duchesne County will be made to help with these events and increase our participation over the next few years.

Regional History

We believe in *our* story; our history. We grow from it, learn from it, and are informed by it. From family history to experiencing tangible artifacts first-hand, our history and what it can give us is absolutely worth preserving. Unlike the widely produced popular materials the library provides, the History Center—located at the Duchesne Branch—focuses on the unique and local. Such collections are irreplaceable including items and information unique to the region; particularly our own county's history. By participating in the State of Utah's Regional Repository Program, the library system is in position to take on the mission of stewardship of these special collections, the curation of the content using scanning and other technology to make them widely available to the public, and of keeping local history in a local venue rather than sending items to a distant location.

Currently, the History Center staff is working on mapping every cemetery in Duchesne County, collecting photos of headstones, and attaching pertinent documents both in an online database called Names in Stone and in hard copy binders. They are also receiving old negatives, photos, newspapers, books, and other artifacts for curation.

In 2017, the county maintenance department vacated a room in between the history center and main library area. This room has been given to the history center to expand space to receive patrons, provide displays, and increase storage of history materials. The room will be renovated and plans for increased open hours, staffing, and accessibility will be implemented.

Following the expansion, awareness campaigns and booths will be made, particularly in the summer of 2018 during parades and the county fair to draw attention to the updated facility and the importance of the center's services for Duchesne residents. The library system's regular advertising methods will also be employed.

The library administration, staff, and volunteers will be trained in digital and hard copy preservation techniques to better protect the collections. Necessary infrastructure such as climate and light control to preserve the collection will also be planned, budgeted for, and completed. Emergency procedures and long term storage priorities for the limited space will be created and implemented to protect the collections. As completion of the cemetery mapping projects draws near, procedures for

maintaining current cemetery information will be developed and new staff priorities will be made including digitizing photo negatives, organizing materials, gathering oral histories and more.

To seek funding help from the Utah Department of Heritage and Arts, the library system will seek to re-certify Duchesne County as a Certified Local Government with UDHA. Over 30 years ago, Duchesne County was certified, but fell out of compliance since then. The required county history ordinance has been located and will be reviewed and revised as needed to bring it into compliance with current standards. Duchesne County will also need to rebuild a History Preservation Committee made up of interested individuals from the community. The library will seek out people to chair this committee and train them. Once these efforts are completed, Duchesne County will be re-certified and able to seek funding help for history projects from UDHA. The History Center will also work through the process of becoming a full partner in the State of Utah's Regional Repository Program.

Lifelong Learning

Following general education in the school system the library functions as an educational institution available to all patrons throughout their lives. Recreational and scholarly ideas and information are available nearly anytime for a person's personal growth and enjoyment. The library's goal of sponsoring learning events and experiences has already been addressed. Here, the community's need to access information is featured. One method is to fulfill patron information needs by considering many patron requests for specific materials. These requested items are often brought into the collection, borrowed from the Duchesne-Uintah county partnership, or are sought in the nation-wide interlibrary loan system. These efforts will continue on for physical materials.

In addition to physical materials, many patrons are now seeking information and resources online. Though the Utah State Library provides a statewide eBook and eAudiobook collection through Overdrive and Recorded Books Digital, Duchesne County patrons often find themselves in long wait lists for very popular items. For the first time, in 2018 the library system will seek to expand our service into eBooks and eAudiobooks by purchasing items solely for Duchesne County Library System patrons on Overdrive and Recorded Books Digital. The library system will reallocate about 15% of the collection budget to begin making these purchases. Copies of high demand titles will be purchased and requests for items from patrons will be considered. Patrons' wait times will be reduced and items not currently found in the state eBook and eAudiobook collection will be made available. Not only will patrons who prefer online materials receive improved services, but patrons who live a great distance from the library will be able to take advantage of library services with more readily available electronic collections from their home.

Other electronic resources include the collection of databases that Utah Online Library provides. They feature encyclopedias, magazine articles, history and hobby databases, job search resources, and more. Many patrons are unaware of these current resources and that the library could provide more if interest was high in them. Language databases, online high school work, and small business information databases could be specifically purchased for Duchesne County patrons to supplement the state provided resources. There is also the possibility of tablet devices loaded with educational apps and eBooks that could borrowed at the library.

As the library promotes all of these digital resources, including the library's catalog, interest and usage will be monitored. Budgets will be adjusted accordingly to meet demand and the library will investigate new resources as they are released. Print brochures and online tutorials to guide patrons through these resources will also be made available.

Roosevelt Branch

We believe the main goal of the new library is to better provide opportunity and growth to our communities. A new facility will increase technology availability, recreation, learning, and community growth. Group collaboration large and small will be made possible. It will be more welcoming and comfortable. We will strive to meet the current needs of the community, and look forward to how to better serve all of its citizens in the future.

The Roosevelt Branch serves the biggest population in Duchesne County. It is the midway link in the Duchesne-Uintah counties' library partnership and courier service. The branch received 43,000 patron visits in 2016 and 53,000 in 2017. The branch is known for their monthly family events, which in 2017 had an average of 150 patrons attending each one. The summer reading events had to be held at large venues away from the library to accommodate the 255 patrons at the opener and the 290 patrons at the closer. On a weekly basis, both morning and afternoon story times have been averaging an attendance of 35 in the children's area. By necessity, the monthly events and crafts for weekly story times are held in the middle of the library where tables can be set up. These events take over the library space interrupting patrons' work and privacy. Often during monthly events, there is little room for the amount of patrons that attend.

Besides the Roosevelt Branch's growing need to have library event space, patrons regularly call to see if there is space available to have their own event or group meeting. Aside from meeting at a table in the corner, there is none. Conversely, Duchesne Branch has greatly benefited their community by providing a community room. Though its capacity is only 60 persons, the room houses many weekly library events, USU Extension programming, and is used often by patrons for their own events. In 2016 and 2017, Duchesne Branch's community room was scheduled for over 200 events each year by patrons. The Duchesne Branch community room provides a projector, projector screen, kitchenette and range, and a piano; none of which Roosevelt has. A community room at Roosevelt Branch would provide an important gathering space not just for the library events, but also for educational and recreational classes by community groups and experts, local groups needing space to meet, and individual/family needs.

Other spaces that neither branch in Duchesne County provides are small group meeting/study rooms. Many libraries offer small glassed rooms to allow patrons privacy for interviews, small group study, or individual work. Both Duchesne County branches currently only offer small tables in the main library area, in the midst of nearby shelving where other patrons are often passing by. Reading chairs are also sparse. More accommodating and comfortable individual reading/study space would greatly enhance patrons' privacy, experience, and comfort.

A concern that was voiced in Roosevelt City elected official candidate meetings is the lack of space and activity for teens in general. Neither Duchesne County library branch has a designated space for teenagers to utilize. Various libraries in Utah have opened such teen spaces with success as youth have sought their own place aside from the children's and adult areas.

Behind the scenes, the Roosevelt Branch library staff currently only has one room to operate in. It functions as a processing and repair room, the branch manager's office, the cataloger's work area, storage, the Internet server room, custodial closet, and staff break room. One work project often interrupts another and staff members often eat lunch outside of the library due to the room's limited space. Efficiency in library material processing, library event/programming, and administration would be greatly increased with a separate manager office space, a larger work room, and a small break room for the staff.

Storage currently consists of the staff work room and a shed. Though the shed is very helpful, tables and large items for regular events must be regularly shifted between the library building and the shed every use to prevent blocking needed walking-traffic space.

Accessibility is another issue. Due to the age of the building and limited space for the collection, computers, and tables, the current branch only generally meets minimum standards for patrons with disabilities. New construction would alleviate many of these problems and make the public place more welcoming for all. Entrances could be greatly improved with doors providing opening assistance and greater space around them. The current circulation desk is located immediately at the entrance. When even a few patrons are waiting for assistance, the entrance becomes very congested. A better floor plan can remedy this. Age has also contributed to roof leaks, damaged siding, energy inefficiencies, sinking foundations, and some pest control issues. There is no fire sprinkler system. Lastly, bathrooms also only currently accommodate one user in both genders' rooms.

Beyond being a community hub of information and media, the library should also serve as a community technology on-ramp beyond basic Internet access. For example, Duchesne Branch introduced a 3D printer in 2016, allowing patrons access to technology many cannot afford yet in their own homes or are not even aware of. Various libraries nationwide and around the state are offering spaces where patrons can be creative, sometimes referred to as "makerspaces." Audio and video recording/mixing equipment and software, electronics and coding kits, hands-on discovery centers, advanced scanners for books and photo digitization, and more are becoming available for patron use in these library spaces. This equipment again requires space which neither Duchesne County branch has much of for technology expansion.

These aforementioned improvements will greatly enhance Roosevelt Branch. Nevertheless, the library is the community's and should reflect their needs. To help facilitate this effort before library designs are made, the library system will hold public hearings to discuss ideas for the proposed library, share photos and insight from tours at other libraries in the state comparable to Roosevelt's proposed facility size and population, discuss possible locations for the facility, discuss new ideas that citizens bring that may not currently be reflected in the proposal, and answer questions about the project.

Surveys, digital and hard copy, will be made to gather public input as well. Initial discussions with Roosevelt City to utilize their online survey service have already occurred. A webpage will be created to show Roosevelt Branch's current constraints, share photos of possibilities from the library tours, and descriptions of the project as a whole.

Following the input gathering period, ideas will be taken to an architect to develop basic design charrettes and feasibility studies that will estimate the costs of the construction and the ongoing maintenance and operation costs following completion. These charrettes will be available to the public, community leaders, and other stakeholders. They will also be presented to various funding boards and sources to garner support to help fund the construction. Once funding is secured the bidding process will be initiated.

Accessibility to Technology

A practical state mandated piece of any library strategic plan is to address continuing patron access to ever-changing technology. Over the past two years the library system's technology efforts have included upgrading Roosevelt Branch's copy machine and adding a scanner. Duchesne Branch upgraded their patron printer, added a videophone for patrons who are deaf, and added a 3D Printer. Both branches acquired laptops to facilitate off-site service and circulation during its outreach efforts.

In the next few years, various patron computers need to be upgraded. Fax service continues to be needed and the deteriorating machines are in need of replacement. This goal should be accomplished by the end of 2018. Programming code is being developed to enable patron printing at the copy machines; allowing for more economical printing, color printing, and more control over erroneous prints. The media creation hardware and software discussed earlier in the plan will be explored and introduced. The library staff will also attend professional development opportunities to learn about other new patron technology offerings as they become available. Budgets are being allocated to meet those needs.

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